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Review of National Intelligence

August 1976

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for the Director of Central Intelligence*

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Review of National Intelligence

Vol. 2 No. 1

Prepared by the Product Assessment and Improvement Division,
Intelligence Community Staff, for the
Director of Central Intelligence

PREFACE

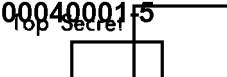
This will be the last issue of the RONI. The recent establishment of the Committee on Foreign Intelligence and the steadily increasing emphasis of the Director of Central Intelligence on his Community responsibilities have placed heavy new burdens on the Deputy to the Director of Central Intelligence for the Intelligence Community and upon the Intelligence Community Staff. These burdens are concentrated in supporting the DCI, the D/DCI/IC, and the CFI in identifying, analyzing, and resolving critical issues relating to the allocation and management of resources within the Community.

Assessing the quality and relevance of Intelligence Community production will continue to be a most vital part of this job. It will continue to be performed by the Production Assessment and Improvement Division of the Intelligence Community Staff, now lodged along with divisions concerned with collection, in the Office of Performance Evaluation and Improvement. But we shall have to place greater emphasis on performance assessment that comprehends the entire intelligence process, from program inception through requirements definition, collection, information processing, analysis, and production, to impact on national policy. To do this job well even on selected major issues will be an enormous task. It does not appear that our manpower will allow substantive review of national intelligence for these purposes to be efficiently accomplished and effectively communicated through a journal like the RONI. The reader will note that this issue of the RONI itself displays much more attention to matters of Community activity and process than have previous issues.

The RONI helped to cultivate a self-critical spirit within the Intelligence Community. Its many authors and contributors are to be commended for their efforts. This office will enlarge on those efforts in future product and performance assessment projects.

*Director, Office of Performance
Evaluation and Improvement,
Intelligence Community Staff*

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I. Matters of General Interest

Community Principles

The Director of Central Intelligence has set forth a number of principles intended to guide the activities of all elements of the US Foreign Intelligence Community. As presented in a memorandum he sent to the National Foreign Intelligence Board in May, these principles are:

1. Total objectivity is the hallmark of all intelligence reports and estimates.
2. Strongly held dissents and differing judgments within the Intelligence Community will be carefully noted in Community-coordinated products forwarded to policymaking levels of the Government.
3. Representatives of every Community organization must have the right to be heard and to have their ideas and views given serious consideration.
4. The freest possible flow of information, both within and among the organizations of the Community, and with the users of intelligence is the constant goal. To assure that the fullest data is available, cooperative arrangements must be maintained with all Government agencies working in the foreign affairs field.
5. We have an obligation to provide as much information as possible on an unclassified basis, but without derogation of the necessity to protect sensitive sources and methods and to protect information which truly requires sensitive treatment.
6. Dependable intelligence is an essential base for the formulation of national policy so intelligence collection and production must give priority to topics of major policy concern. Our role is to provide information and professional judgments on foreign developments, without coloration by policy considerations.
7. The concept of an Intelligence Community must be strengthened. We will be judged on Community accomplishments and on the effectiveness of our interaction in Community problems as well as on our substantive end products.
8. Continuing attention will be given to improving the interface between national and tactical intelligence capabilities, seeking to capitalize on the potentiality of inputs to national intelligence needs from tactical resources in peacetime and the capabilities of national resources to provide intelligence of import to both peacetime force readiness and wartime operations.
9. The Community must be action oriented and responsive. Papers must move quickly, deadlines must be met, decisions must be reached and results must be demonstrated.
10. The limitations and restrictions on intelligence activities already set by the President will be rigidly observed and have the full support of all intelligence personnel, in spirit as well as act.
11. Improvement of the public perception of U.S. intelligence will be given continuing attention. Intelligence is a profession in which pride can be taken and that pride should be demonstrated. Within the constraints of legitimate security requirements, the Intelligence Community should strive to better public understanding of our mission and of our product.
12. The Intelligence Community should be as responsive as possible to Congressional inquiries. Congressional support is essential to sustain the effectiveness of the US intelligence effort, and our cooperation is essential to such support. (UNCLASSIFIED)

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MEMORANDUM FOR: D/DCI/IC - MEMO

Director, Office of Performance,
Evaluation and Improvement/ICS

Fritz:

This is a first-class piece of work in terms of both scholarship and ingenuity. I wish something like it could have been identified with my short tenure on the IC Staff, though I now feel a little better deep down because it was something along this line that I tried very hard to get the old Product Review Group to turn out.

Onward and upward.

E. H. Knoche
DDCI

Date 8/23/76

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